

# Business Planning 2025

Operational Excellence Leadership Group

*Discussed and agreed with Ian in Jan 25*

Deliverables	Q1 Target	Q1 Actual	Q2 Target	Q2 Actual	Q3 Target	Q3 Actual	Q4 Target	Q4 Actual	Target	Previous
Target	April-June	April-June	July-Sept	Jul-Sept	Oct-Dec	Oct-Dec	Jan-March	Jan-Feb	2024/25	2023/24
Active individuals	975	1096	1,950	1,595	2,925	3,299	3,900	5,160	3,900	2,766
(Individuals accessing Lean learning this FY)										
Active companies	425	460	850	809	1,275	1280	1,690	1,559	1,690	1,104
(Companies accessing Lean learning this FY)										
E-learning downloads	275	281	550	345	825	937	1,100	1,887	1,100	808
Learners @ training	324	132	582 (450)	387	1032 (450)	587	1582 (450)	1,101	1,366	933
(Number of individuals attending training and webinars)										
Virtual Conferences	0	0	0	0	0	0	1	1	1	1
(Target 1000 attendees, up from 100)										
Training workshops	5	5	5	6	5	3	5	0	13	10
(Average of 15 learners)										
Webinars	3	3	5	4	5	7	5	3	12	8
(Average of 75 learners)										
Assessments and re-assessments	165	136	330	216	495	633	650	937	650	467
(Individual)										
Assessments and re-assessments	35	13	70	25	105	128	130	204	130	42
(Company)										

# Operational Excellence KPIs 25/26

Deliverables	Q1 Target	Q1 Actual	Q2 Target	Q2 Actual	Q3 Target	Q3 Actual	Q4 Target	Q4 Actual	Target	Previous
Target	April-June	April-June	July-Sept	Jul-Sept	Oct-Dec	Oct-Dec	Jan-March	Jan-Feb	2025/26	2024/25
Active individuals	1,375		2,750		4,125		5,500		5,500	5,160
(Individuals accessing Lean learning this FY)										
Active companies	425		850		1,275		1,690		1,690	1,559
(Companies accessing Lean learning this FY)										
Case studies	2		4		6		8		8	
E-learning downloads	500		1,000		1,500		2,000		2,000	1,800
Learners @ training	230		460		940		1,420		1,420	1,101
(Number of individuals attending training and webinars)										
Virtual Conferences	0		0		1		1		2	1
(Target 250 attendees,										
Training workshops	2		2		2		2		8	13
(Average of 15 learners)										
Webinars	2		2		2		2		8	12
(Average of 100 learners)										
Assessments and re-assessments	250		500		750		1,000		1,000	937
(Individual)										
Assessments and re-assessments	60		120		180		240		240	204
(Company)										

# Focus 2025/26

To bring a 20% increase on Operational Excellence KPIs with collaborative content & packaged sessions

## 1. Link Operational Excellence to business needs

- We will develop 6 talking head videos tackling key business needs: Quality, Safety, Climate Resilience, Engaging the workforce, Digitalisation, Performance Measurement.
- We will trial developing bi-monthly podcast with key resources: case studies, testimonials, projects or webinar/workshop/VC Q&A's to drive content

## 2. Focus on the link between Operational Excellence and Quality

- We will run a programme of training and engagement during World Quality Week, including a webinar or virtual conference, release a 'thought paper' and run a follow-on workshop & as well as releasing the video.


## 3. Increase engagement and drive impact

- We will increase by 20% the number of people learning about operational excellence through the School
- We will promote the School's existing and new resources to Partners and their supply chains (re-engagement campaign in Q1)
- We will focus on understanding the skills gaps on Op Ex by examining the data from the assessments
- We will deliver a programme of 8 public webinars and 8 workshops focusing on high priority topics submitted by the group include: Introduction to Operational Excellence, Building Supply Chain Resilience, Reducing Carbon Emissions through Op Ex, Reducing Your Carbon Footprint, Effective Collaboration, Leading Teams to drive change, Risk Management, and Problem Solving & Continuous Improvement.
- We will ask Partners to provide relevant case studies of successful implementation of Op Ex to enhance our webinars & workshops

## 4. Collaborate to drive impact

- We will seek to present the work of the Operational Excellence group to leadership groups across the School, such as the, Wellbeing, Infrastructure, Construction & Digital Leadership groups
- We will engage with external events like Rail Wellbeing Live

# DELIVERY SCHEDULE 2025/26

Deliverables Target	Q1	Q2	Q3	Q4
<b>1. Link Operational Excellence to business needs</b>	<ul style="list-style-type: none"> <li>Video on Data &amp; Measurement</li> <li>Video on Climate change/carbon</li> </ul>	<ul style="list-style-type: none"> <li>Video on Quality, productivity and safety around wellbeing</li> </ul>		
<b>2. Focus on the link between Operational Excellence and Quality</b>		<ul style="list-style-type: none"> <li>Develop 'thought paper' on link between quality and Op Ex</li> </ul>	10 <sup>th</sup> -14 <sup>th</sup> November <ul style="list-style-type: none"> <li>Programme of training and engagement during World Quality Week,</li> </ul>	
<b>3. Increase engagement and drive impact</b>	<ul style="list-style-type: none"> <li><b>20% increase each quarter</b> </li> </ul>			
<ul style="list-style-type: none"> <li><b>Run Webinars</b></li> </ul>	<ul style="list-style-type: none"> <li>Introduction to Op Ex</li> <li>Building Supply Chain Resilience</li> </ul>	<ul style="list-style-type: none"> <li>Reducing Your Carbon Footprint</li> </ul>	<ul style="list-style-type: none"> <li>Leading Teams to Drive Change</li> </ul>	<ul style="list-style-type: none"> <li>Effective Collaboration</li> <li>Reducing your Carbon Footprint</li> </ul>
<ul style="list-style-type: none"> <li><b>Run workshops</b></li> </ul>	<ul style="list-style-type: none"> <li>Effective Collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Reducing Carbon Emissions through Op Ex</li> </ul>	<ul style="list-style-type: none"> <li>Risk Management</li> </ul>	<ul style="list-style-type: none"> <li>Leading Teams to Drive Change</li> </ul>
<ul style="list-style-type: none"> <li><b>Case studies</b></li> </ul>	<ul style="list-style-type: none"> <li>Two</li> </ul>	<ul style="list-style-type: none"> <li>Two</li> </ul>	<ul style="list-style-type: none"> <li>Two</li> </ul>	<ul style="list-style-type: none"> <li>Two</li> </ul>
<b>4. Collaborate to drive impact</b>	<ul style="list-style-type: none"> <li>Digital Construction Week 4-5<sup>th</sup> June</li> <li>London Climate Action Week 21-29<sup>th</sup> June</li> </ul>		<ul style="list-style-type: none"> <li>Rail Wellbeing Live</li> <li>World Quality Week 10-14<sup>th</sup> Nov</li> </ul>	<ul style="list-style-type: none"> <li>Productivity week (might be Nov 2025 or Jan 2026)</li> </ul>

# HOW DOES THE ACTIVITY SUPPORT THE 100K STRATEGY?

## HOW ARE WE GOING TO GET 20% MORE LEARNERS?

Activity	Why is this needed?	Who is the audience?	How does this benefit the sector?	How does this help to get people learning through the School?	Who can we collaborate with? (other membership organisations; trade federations etc)
<b>Webinar &amp; Workshop packages</b>	Making more in-depth use of existing sessions to drive more frequent engagement	Topic based – Some themed to collaborate with other leadership groups (e.g. Wellbeing with Leading Teams to drive change towards World Quality Week)	Registrants attend and go – we however are providing a reason to be engaged with recency through an in-depth workshop following a webinar	The Webinar highlights industry pain points where the workshops identify how to tackle them – this can be followed up with assessments/e-learning modules	<ul style="list-style-type: none"> <li>• Digital group for June</li> <li>• Wellbeing group for Oct-Nov time</li> </ul>
<b>Talking Head videos</b>	People consume bitesize information, but are less likely to open a case study – this will help create easier access to case studies	Construction sector, Partners and supply chain	Brings opportunity to highlight more existing case studies the partners have within the group	Video related content can be linked to case studies that may contain follow up to other related resources	Partners in the Op Ex, Wellbeing, Digital, Construction & Infrastructure leadership groups
<b>Collaboration</b>	Inform other leadership groups how they can use lean to be more efficient	Leadership groups / partners / external construction events	Some partners don't understand the Op Ex group like the Op Ex group weren't familiar with others	If partners in other groups can benefit through Lean, they might support to their supply chain	Other membership organisations

# 2025/26 – TRAINING PROGRAMME

## Webinars (Public):

1. Introduction to Operational Excellence – 30<sup>th</sup> April
2. Building Supply Chain Resilience – 21<sup>st</sup> May
3. Reducing Carbon Emissions through Op Ex – 18<sup>th</sup> June
4. Reducing Your Carbon Footprint – 16<sup>th</sup> July
5. Leading Teams to drive change – 15<sup>th</sup> October
6. Reducing Your Carbon Footprint – 19<sup>th</sup> November
7. Leading Teams to drive change – 21<sup>st</sup> January

## Workshops (Public):

1. Reducing Carbon Emissions through Op Ex – 23<sup>rd</sup> July
2. Effective Collaboration – 17<sup>th</sup> September
3. Risk Management – 11<sup>th</sup> February